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ROLE AND PLACE STUDY  
PERSONNEL DEPARTMENT

CITY OF HAMILTON

\*

April 1973



P R O P O S A L

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## PERSONNEL DEPARTMENT STUDY

### MAJOR OBJECTIVE

To identify the role and place of the Personnel Department of the City of Hamilton.

#### Sub-Objectives

- To identify the needs for personnel services as perceived by the service users, i.e:
  - a) Department Managers
  - b) Board of Control
  - c) City Council
- To identify inconsistencies of perception by the users and forward recommendations regarding resolution of such inconsistencies.
- To recommend an organization structure that is appropriate for 1973 and which will accommodate expansion of personnel services demanded in the future.
- To identify specific responsibilities of each proposed personnel function.
- To identify specific responsibilities and accountabilities of each personnel position along with man specifications that can be used by the Board of Control to determine the most appropriate means of filling such positions, i.e. internal promotion or outside recruiting.

### MEASURE OF EFFECTIVENESS OF STUDY

Implementation of the recommendation submitted.



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### PROPOSED WORK PLAN

The work plan appropriate for the achievement of the study objectives as outlined, would be comprised of the following steps:

**Step I** Determine the current needs for personnel services as perceived by the users.

Specifically, we would interview all Department Managers, members of the Board of Control as well as those members of Supervision who are responsible for the work performed by 100 or more employees. Lacking an integrated organization chart of the City, we estimate that approximately 35 interviews would be conducted.

**Step II** Analyze the current personnel services being provided.

Specifically, we would interview the Acting Director of Personnel plus one or two functional heads in his Department. In addition, a review of actual services being provided would be made along with an analysis of the monies expended for current services. Information received from Step I would be used in this analysis.

**Step III** Research of personnel services and personnel organization structures of relevant Ontario municipalities.

Specifically, we plan to analyze the Personnel Departments of Windsor, London, Kitchener, St. Catharines as well as one borough of Metropolitan Toronto.

**Step IV** Preliminary report describing appropriate services and organizational structure.

Specifically, we would describe in broad terms the concepts and structure which in our opinion would meet the objectives.



This step would include consideration of possible interim steps that would take the organization and its services from the present to an identified future point.

**Step V**      Meeting with appropriate members of the Board of Control.

We would present our preliminary report to Controllers Jones and Bethune. The purpose of such meeting would be to obtain their general reactions as well as identify specific areas in which further research was needed for the final report.

**Step VI**      Preparation of Final Report

In detail, the report would identify the functions to be undertaken, the structure required and the job responsibilities of each position. Associated with the latter would be recommended specifications for each position for purposes of determining the appropriate staffing process.

**Step VII**      Presentation of Report to Board of Control

We would appear before the Board of Control to explain the Report in detail and answer any questions as to the findings and recommendations. We believe that this Step would assist Board of Control members in subsequent sessions with Council regarding approval and implementation of the Report.



STAFFING, TIMING AND COSTS

The overall responsibility for the Study would reside with Mr. Michael Humphries. Working directly with him would be Mr. Peter Moore. Resumes of both consultants are attached as Appendix A.

We estimate that this Study would be completed within eight weeks of approval.

We estimate that the professional fees required to complete the Study as described, to be between \$9,000 and \$9,500. Should the time required to complete the Study be less than \$9,000, you would be invoiced for the time actually spent. Hickling-Johnston would absorb costs in excess of \$9,500.

In addition to the fees, out-of-pocket costs for mileage, meals, report printing, etc. would be billed at cost. We estimate these expenses to be approximately \$500.

Hickling-Johnston invoices are rendered and become payable monthly covering time and expenses incurred during the month.



MICHAEL HUMPHRIES  
Partner

A graduate of Queen's University with a post graduate diploma in Industrial Relations, Mr. Humphries spent fifteen years in industry before joining Hickling-Johnston in 1967.

With Polymer Corporation Limited in Sarnia, he gained experience in safety, labour relations and personnel.

In 1957, he joined the Structural Steel Division of Canron Limited, Montreal, as their first Industrial Relations Manager. He was responsible for organizing and managing the first personnel function including employment, labour relations, medical, safety, compensation and benefits. His labour relations responsibilities included some thirteen agreements covering five plants in four provinces.

In 1967 he joined Domtar Limited, Montreal as a Labour Relations Counsellor. Primarily responsible for conducting negotiations of many of the 150 Union Agreements, he also designed and negotiated the 35 benefit programs covering hourly and salaried personnel.

Since joining Hickling-Johnston he has been associated with a number of assignments in both the public and private sector:

1. Project Director for an *Organization Development Program* for the Ontario Hospital Services Commission.
2. Co-Director of an *Organization Structure Study* -- Ministry of Health.
3. Project Director for *compensation studies*, University Hospital Saskatoon, Addiction Research Foundation, Ontario.
4. Co-Director for a review of *Personnel Administration*, Canada Post Office.



5. Project Director for *Organization Development*,  
Labatts Brewery, London
6. Project Director for numerous *Management Development Programs*.
7. Project Director for *Organizational Analysis*,  
Manufacturing Division, Rothmans.
8. Project Director for *Benefits Analysis*, Government  
of Ontario.

Mr. Humphries is a Partner of Hickling-Johnston and a member of the Institute of Management Consultants of Ontario.



PETER J. MOORE  
Senior Consultant

Mr. Moore is a graduate of the University of Toronto with both a B.A. and M.B.A.

Prior to joining Hickling-Johnston Limited, Mr. Moore worked with Gulf Oil Canada Limited in the Marketing Department and the Corporate Employee Relations Department. When he left Gulf, he was the Advisor of Corporate Training. During his time in the Employee Relations Department he:

1. Built and managed a Supervisory Development Program;
2. Completed recruiting assignments at all levels (including two tours of Western Canada recruiting at universities);
3. Aided in the development and operation of Gulf's Manpower Planning Program;
4. Advised and aided in the development of marketing and manufacturing training programs;
5. Completed miscellaneous administrative tasks (i.e. Budget Management, Home Disposal and Tuition Assistance Plans).

Mr. Moore joined Hickling-Johnston in January 1970 and since that time he has worked on the following assignments:

1. Responsible man and key consultant for a total *Organization Development Program* for Ontario Reformatory Guelph, 1971-1972.
2. Project Director for a *Management by Objectives Program*, Ontario Housing Corporation, 1972-1973.
3. Project Director for a *Management Development Program*, Canadian General Electric Limited, 1971-1972-1973.



4. Project Director on a *Manager Selection and Training Program*, Speedy Muffler King, 1973.
5. Co-Project Director for a *Management Development Program*, Ministry of Transportation and Communications, Government of Ontario, 1972.
6. Part of a consulting team for *The Utilization of Human Resources Study*, part of the Committee on Government Productivity within the Government of Ontario, 1970-1971.
7. Part of a consulting team involved in *Compensation Studies* for:
  - a) Workmen's Compensation Board, 1971;
  - b) Senior List of the Government of Ontario, 1971;
  - c) Toronto Transit Commission, 1970.
8. Management nominee on various occasions to *Boards of Arbitration*, 1971-1972.
9. Responsible man in a number of *Executive Search Assignments*, 1970-1971.





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